

ADMINISTRATIVE
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MEMORANDUM FOR: Administrative Officer, DBI
Administrative Officer, DO/S&T
Career Management Officer, DDS
Chief, CSFS

10 MAY 1971

SUBJECT : Step 3 of P&M 70's Project

1. Our original intention to avoid rigid target dates for completion of the four Steps in the P&M 70's Program was a deliberate one. We wanted to provide enough time for your areas to do the detailed work involved without disrupting other activities. More importantly, we wanted to allow a sufficient period for Career Boards to evaluate the potential of individual careerists and to identify future problem areas, without being pressed for time or feeling that P&M is just another paper exercise.

2. The time period generally allowed for return of the material required in Steps 1 and 2 of P&M 70's was mid-May to the end of May and most of the Career Services by now have completed their evaluations of promotion headroom available versus promotional headroom needed. Some are well along in analyses of the future personnel situations confronting them. Discussions with you and the Career Services indicate the job has been time-consuming, but most of you have said the process has been helpful in thinking about your people and getting a better perspective as to what the future holds in the management of your Career Services.

3. Having largely achieved the advantages of a systematic, Agency-wide review of individual employees and their potential, we are now ready to seek the second principal purpose of the Program, i.e., an assessment of future problems; their magnitude and severity; and what should be done about them. Item 3 of Step 3 of P&M 70's calls for each Career Service Head to submit a Situation Report to his Deputy Director, covering findings, judgments and recommendations. The process also contemplates that the Deputy Directors will prepare appraisals of the situation within their Directorates, based upon Situation Reports from Career Services under their jurisdiction. These Reports then will be combined into an Agency Report. While the detailed material that has been developed in Steps 1 and 2 is important to each of the Career Services concerned, the written Situation Reports will provide the principal input to the Deputy Directors and other senior officials of the Agency regarding appropriate or necessary program and policy emphases to be pursued in the 70's.

4. It is suggested you request each of the Career Service Heads in your Directorate to complete a narrative Career Service Situation Report to you by the close of the Fiscal Year, or sooner if time permits. In addition to any guidance you might wish to provide relative to the personal concerns and interests of your Deputy Director, the following elements should be touched

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on, as applicable, in order to encourage the submission of a fairly uniform coverage of information within all of the Career Service Reports.

a. Specific personnel problems identified in the performance of Steps 1 and 2;

b. Changes in the number and occupational mix of new employees (generally identified by time frames) to meet future personnel and program requirements;

c. Significant changes in positions and/or key jobs because of functional, program, organizational or technological changes during the 70's;

d. Changing emphasis and volume of reassignments and training, needed in order to develop employees to meet future programs and activities;

e. Volume of increased personnel flows (grade levels and time periods) needed for the "good of the Service";

f. Recommendations to meet specified problems.

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Chief, Plans Staff
Office of Personnel

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OP/P&C/PS, [redacted] Bw (10 May 71)

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